

SALARY BUDGET SURVEY

2026–2027

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Top-Level Results

Below is a high-level look at total salary increase budgets from the 2026-2027 survey, which closed in May 2026. Total increase budgets are the sum of merit, general/COLA and other increase budgets. This year, the “WorldatWork 2026-2027 Salary Budget Survey” included 1,799 organizations that provided data for at least one and as many as 25 countries, for a total of 4,733 submissions. The “Online Reporting Tool” allows users to customize reports for U.S. and Canada by organization size, revenue, industry and/or geography and will be available with the full survey results for purchase in early August. If you are a current WorldatWork member who participated in this survey, you will receive a complimentary subscription.

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Total Salary Increase Budgets, by Employee Category

Employee Category		Actual 2026		Projected 2027	
		Mean	Median	Mean	Median
United States	NHN	3.6%	3.5%	3.5%	3.5%
	NS	3.7%	3.5%	3.6%	3.5%
	ES	3.7%	3.5%	3.6%	3.5%
	OE	3.6%	3.5%	3.6%	3.5%
	All	3.6%	3.5%	3.6%	3.5%
Australia	NHN	3.7%	3.5%	3.6%	3.5%
	NS	3.8%	3.5%	3.6%	3.5%
	ES	3.8%	3.5%	3.5%	3.5%
	OE	3.6%*	3.6%*	3.5%*	3.5%*
	All	3.8%	3.5%	3.6%	3.5%
Belgium	NHN	3.2%*	3.0%*	3.5%*	3.4%*
	NS	3.5%	3.0%	3.3%	3.0%
	ES	3.8%	3.0%	3.2%	3.0%
	OE	---	---	---	---
	All	3.6%	3.0%	3.3%	3.0%
Brazil	NHN	5.5%	5.0%	5.0%*	5.0%*
	NS	5.0%	5.0%	4.8%	5.0%
	ES	5.4%	5.0%	4.8%	5.0%
	OE	5.5%*	5.5%*	5.5%*	5.5%*
	All	5.2%	5.0%	4.9%	5.0%
Canada	NHN	3.4%	3.3%	3.4%	3.0%
	NS	3.6%	3.4%	3.5%	3.4%
	ES	3.6%	3.5%	3.5%	3.3%
	OE	3.5%	3.4%	3.4%	3.2%
	All	3.5%	3.4%	3.5%	3.3%
China	NHN	4.6%	4.6%	4.8%	4.8%
	NS	4.8%	4.7%	4.7%	4.8%
	ES	4.7%	4.7%	4.8%	4.9%
	OE	4.9%*	4.7%*	4.6%*	4.5%*
	All	4.7%	4.7%	4.8%	4.8%
France	NHN	3.1%	3.0%	3.3%	3.2%
	NS	3.2%	3.2%	3.4%	3.3%
	ES	3.3%	3.1%	3.4%	3.2%
	OE	2.8%*	2.5%*	2.8%*	3.0%*
	All	3.2%	3.1%	3.4%	3.2%

U.S.

NHN	Nonexempt Hourly Nonunion
NS	Nonexempt Salaried
ES	Exempt Salaried
OE	Officers/ Executives

Non-U.S. Countries

NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

Data not shown for statistics from less than 5 organizations. Figures with asterix represent a small sample size of less than 30 responses. See full Executive Report for details.

GCC Countries	NHN	4.7%*	4.0%*	5.3%*	4.0%*
	NS	4.6%	4.0%	4.6%	4.0%
	ES	4.5%	4.0%	4.4%	4.0%
	OE	4.4%*	4.0%*	4.3%*	4.0%*
	All	4.5%	4.0%	4.6%	4.0%
Germany	NHN	3.5%	3.4%	3.7%	3.5%
	NS	3.5%	3.5%	3.6%	3.5%
	ES	3.7%	3.5%	3.6%	3.5%
	OE	3.7%*	3.4%*	3.8%*	3.4%*
	All	3.6%	3.5%	3.6%	3.5%
India	TIC	9.2%	9.0%	9.3%	9.0%
	JM	9.2%	9.0%	9.2%	9.0%
	MM	9.4%	9.0%	9.2%	9.0%
	TSM	9.4%	9.1%	9.2%	9.0%
	All	9.3%	9.0%	9.2%	9.0%
Ireland	NHN	3.6%	3.5%	3.7%	3.5%
	NS	3.5%	3.5%	3.6%	3.5%
	ES	3.5%	3.5%	3.5%	3.5%
	OE	2.3%*	2.6%*	2.6%*	3.2%*
	All	3.5%	3.5%	3.5%	3.5%
Italy	NHN	3.3%	3.1%	3.3%	3.2%
	NS	3.1%	3.1%	3.2%	3.1%
	ES	3.3%	3.2%	3.2%	3.2%
	OE	---	---	---	---
	All	3.2%	3.1%	3.2%	3.1%
Japan	NHN	3.5%	3.4%	3.5%	3.4%
	NS	3.7%	3.2%	3.5%	3.3%
	ES	3.5%	3.2%	3.4%	3.3%
	OE	---	---	---	---
	All	3.6%	3.2%	3.4%	3.3%
Mexico	NHN	5.4%	5.1%	5.3%	5.0%
	NS	5.1%	5.0%	4.9%	5.0%
	ES	5.3%	5.0%	5.0%	5.0%
	OE	5.3%*	5.5%*	5.1%*	5.0%*
	All	5.2%	5.0%	5.0%	5.0%
Netherlands	NHN	3.7%	3.6%	3.6%	3.5%
	NS	3.9%	3.6%	3.7%	3.6%
	ES	3.9%	3.7%	3.6%	3.6%
	OE	3.5%*	3.8%*	3.6%*	4.0%*
	All	3.9%	3.6%	3.6%	3.6%
Poland	NHN	5.4%	5.2%	5.5%	5.2%
	NS	5.4%	5.3%	5.6%	5.5%
	ES	5.4%	5.4%	5.4%	5.5%
	OE	---	---	---	---
	All	5.4%	5.3%	5.5%	5.5%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

India	
TIC	Technical/ Individual Contributors/ Support Roles
JM	Junior Management
MM	Middle Management
TSM	Top and Senior Management

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Singapore	NHN	4.3%*	4.0%*	4.4%*	4.0%*
	NS	4.3%	4.0%	4.1%	4.0%
	ES	4.4%	4.0%	4.0%	4.0%
	OE	4.1%*	4.0%*	3.6%*	3.9%*
	All	4.3%	4.0%	4.1%	4.0%
South Africa	NHN	5.7%*	5.5%*	5.5%*	5.3%*
	NS	5.6%	5.1%	5.1%	5.0%
	ES	5.6%	5.3%	5.6%	5.0%
	OE	5.3%*	4.8%*	4.4%*	4.4%*
	All	5.6%	5.1%	5.3%	5.0%
South Korea	NHN	4.5%*	4.3%*	4.7%*	4.5%*
	NS	4.3%	4.2%	4.3%	4.2%
	ES	4.2%	4.2%	4.1%	4.0%
	OE	---	---	---	---
	All	4.20%	4.20%	4.20%	4.10%
Spain	NHN	3.30%	3.10%	3.4%*	3.2%*
	NS	3.4%	3.2%	3.4%	3.3%
	ES	3.5%	3.2%	3.4%	3.2%
	OE	---	---	---	---
	All	3.4%	3.2%	3.4%	3.2%
Sweden	NHN	3.1%*	3.0%*	3.2%*	3.3%*
	NS	3.9%	3.2%	3.6%	3.3%
	ES	3.9%	3.0%	3.5%	3.2%
	OE	2.8%*	2.8%*	3.0%*	3.0%*
	All	3.7%	3.1%	3.5%	3.2%
Switzerland	NHN	2.6%	2.5%	2.7%	2.6%
	NS	2.8%	2.5%	2.6%	2.5%
	ES	3.0%	2.5%	2.9%	2.6%
	OE	2.4%*	2.5%*	2.6%*	2.5%*
	All	2.8%	2.5%	2.7%	2.5%
United Kingdom	NHN	3.6%	3.5%	3.6%	3.5%
	NS	3.8%	3.6%	3.8%	3.6%
	ES	3.8%	3.6%	3.7%	3.5%
	OE	4.3%	3.6%	3.7%	3.5%
	All	3.8%	3.6%	3.7%	3.5%
Vietnam	NHN	6.9%*	7.0%*	6.9%*	7.0%*
	NS	8.5%	7.0%	6.5%	7.0%
	ES	7.5%*	7.0%*	7.0%*	7.0%*
	OE	---	---	---	---
	All	7.8%	7.0%	6.8%	7.0%

Non-U.S. Countries	
NHN	Nonmanagement Hourly Nonunion
NS	Nonmanagement Salaried
MS	Management Salaried
OE	Officers/ Executives

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